MULTIMEDIA UNIVERSITY

STUDENT ID NO

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# MULTIMEDIA UNIVERSITY

# FINAL EXAMINATION

**TRIMESTER 2, 2017/2018**

## BIN2024 – INNOVATION MANAGEMENT

( All sections / Groups )

16 MARCH 2018
3.00 PM – 5.00PM
(2 HOURS)

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**INSTRUCTIONS TO STUDENTS**

1. This Question paper consists of **THREE (3)** pages with **FOUR (4)** Questions only.
2. Answer **ALL** Questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please write your answers in the Answer Booklet provided.

## QUESTION 1

a) Explain the **TWO (2)** different types of innovations that are classified to have minor and major effects on consumer habits and behaviour. Support your answer with one example each.

(10 marks)

b) Prajogo and Ahmed (2006) found that innovation stimuli are one of the organisational characteristics that can lead to innovation performance. Identify **FOUR (4)** key innovation stimuli that lead to innovation performance. Name a company with this characteristic.

(5 marks)

c) Do patents hinder or encourage innovation? Discuss.

(10 marks)

**Total: 25 marks**

## QUESTION 2

a) Research and Development (R&D) consortia are considered one of the new forms of strategic alliances that are beneficial to all parties involved.

i) How would you show your understanding on this form alliance?

(5 marks)

ii) What are the **FOUR (4)** main advantages and **THREE (3)** disadvantages of R&D consortia?

(7 marks)

b) Scholefield (1993) developed a model called technology leverage. How would show your understanding of technology leverage used for R&D strategy and when it is NOT a leverage in competitive performance of business? Support your explanation with suitable examples.

(10 marks)

c) In portfolio selection model, list the **THREE (3)** dimensions you need to consider that fit with the business strategy?

(3 marks)

**Total: 25 marks**

**Continued...**

## QUESTION 3

a) Picture 1 shows four different drinks innovation produced by Coca Cola. The original drink is well established since 1885. The innovation of original drink to Life, Zero, and Light implied brand extensions.

Picture 1: Coca Cola Brand Extension – Life, Original, Zero, and Light

i) What is the motive of Coca Cola brand extensions?

(5 marks)

ii) What are the **THREE (3)** carry-over effects can be drawn from Coca Cola brand extensions?

(15 marks)

b) What inference can you make on time to market (TTM) of new product?

(5 marks)

**Total: 25 marks**

**Continued...**

## QUESTION 4

a) The project-style approach to new product development (NPD) sometimes involved the use of a matrix structure.

i) What are the main functions of matrix structure? Provide a sketch of matrix structure to explain the functions.

(8 marks)

ii) What are the **TWO (2)** features and benefits of matrix organisational structure can provide for project management teams?

(12 marks)

b) How would you distinguish brainstorming and synectics for new product development?

(5 marks)

**Total: 25 marks**

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